State of the Town
Fiscal Year 2012
Jodi Ross
Town Manager
March 26, 2011
Coalition for Non-Violence continues – BoS supports Mass White Ribbon Day Pledge

Town Hall and Cameron Senior Center projects completed on time and under budget

Fire/Ambulance Departments become Advanced Life Support Department

Formed Budget Solutions Task Force

Formed Public Works Initiative Committee

Bond rating upgraded for Moody’s to Aa2 and S&P remained at AA+
Significant progress towards achievement of goals:

- Developed FY12 budget without override and reduced reliance upon non-recurring cash reserves
- Centralizing management and maintenance of facilities
- Managing perchlorate issue to minimize impact while implementing corrective measures
- Conducted annual performance reviews
Board of Selectmen/Town Manager 2011 Goals

- Actively recruited desirable businesses
- Clarifying town’s sign bylaw and improving enforcement
- Redesigning town’s cell tower bylaw
- Preparing cost analysis of town’s capital and infrastructure needs
- Working to improve traffic calming measures
- Conducting semi-annual strategic planning retreat for all boards and committees
FY2012 Recommended Budget

- Operating budget: $92,278,754
- Capital projects: 914,550
- Other articles: 1,994,951
- Other amounts to be raised: 741,945
- State & County cherry sheet chg: 418,778
- Allowance for abatements: 500,000

TOTAL 2012 Budget: $96,848,978
Fiscal 2012 Operating Budget

- **Unclassified (Incl. insurances, pension, medicare, enterprise dir/ind)**
  - $13,104,920
  - 14.20%

- **N.V.T.H.S.**
  - $696,777
  - 0.76%

- **Westford Public Schools**
  - $46,271,921
  - 50.14%

- **Enterprise**
  - $6,568,128
  - 7.12%

- **Debt Service**
  - $7,459,606
  - 8.08%

- **Other Town Departments**
  - $18,177,402
  - 19.70%
FY12 budget is based on Governor’s budget:

- Above/(below) MRR in FY12: $165,760
- Above/(below) MRR in FY13: (3,489,698)

FY12 State Representative’s projection:

- Above/(below) MRR in FY12: (1,115,984)
- Above/(below) MRR in FY13: (6,053,186)
State Aid - $19,432,016
*Governor’s Proposal
Reserves Applied to Balance Budget

FISCAL YEARS

($)
FY12 Budget Highlights

- Town operating budgets (1.04%)
- Schools operating budgets 2.5%
- Health insurance increase $1.7M
- Retirement assessment increase $383K
- $1.08M decrease in debt service budget
- Reorganization of Finance Department due to Early Retirement Incentive $244K savings
- 0% COLA budgeted for salaries town-wide
- All town and most school contracts expire this year
- Cooperation with bargaining units has reduced future obligations
FY12 Budget Highlights

- Second year of Advanced Life Support – decreased G/F subsidy
- Appropriation from Wetlands fees increased
- Last year of SAFER grant for Fire Dept
- Animal Control dept reorganized $61K savings
- Consolidated GIS dept within IT budget
- Roudenbush lease funds capital and maintenance of 3 town-owned buildings
- Budgeted $50,000 towards Other Post Employment Benefits Trust Fund pending approval of Article 13
Cost Saving Measures

- Currently negotiating health insurance plan design changes - estimated savings $500,000
- Retirees must move to Medicare at age 65 pending approval of Article 28
- Bids/RFPs on health & general insurances, trash, recycling, fuel, elevator & generator contracts
- Reduced staffing through attrition
- Electronic packets for meetings to save on paper/printing costs
- FinCom book and postcard no longer printed & mailed pending approval of Articles 24, 25, & 26
<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax Revenue</td>
<td>$59,493,533</td>
</tr>
<tr>
<td>Local Revenue</td>
<td>6,873,292</td>
</tr>
<tr>
<td>State Aid</td>
<td>*19,432,016</td>
</tr>
<tr>
<td>Available Funds</td>
<td>3,046,895</td>
</tr>
<tr>
<td>Enterprise Revenue</td>
<td>5,826,028</td>
</tr>
<tr>
<td>Free Cash to Fund FY11 Appropriation</td>
<td>523,000</td>
</tr>
<tr>
<td>Free Cash Applied</td>
<td>1,654,214</td>
</tr>
<tr>
<td><strong>TOTAL 2012 Revenue</strong></td>
<td><strong>$96,848,978</strong></td>
</tr>
</tbody>
</table>

*Governor’s state aid proposal
Estimated Revenue/Available Funds

- Tax Revenue: $59,493,533 (61.43%)
- State Aid: $19,432,016 (20.06%)
- Local Revenues: $6,873,292 (7.10%)
- Approp. From Free Cash: $523,000 (0.54%)
- Reserves: $1,654,214 (1.80%)
- Other Available Funds: $2,846,619 (3.15%)
- Enterprise: $5,571,028 (6.01%)
New Revenue Sources

- $1,000,000 estimated for New Growth
- Local options excises $350K+ pending approval of Articles 6 & 7
- Permitting software sales to other towns $50K+
- Lease payments and bldg improvements $100K+ (Roudenburg Revolving Fund)
- Lease of East Boston Camps $8K improvements, $14K rent (EBC Revolving Fund)
- Seeking settlement from perchlorate suppliers
New Revenue Sources

- Boston Road Affordable Housing $30K (Affordable Housing Trust)
Capital Appropriations

- Capital Planning Committee reviewed, prioritized and recommended town-wide capital budget
- $2,034,550 Capital Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Stabilization Fund</td>
<td>$767,700.73</td>
</tr>
<tr>
<td>Completed Capital Projects</td>
<td>$146,849.27</td>
</tr>
<tr>
<td>Water Enterprise Free Cash</td>
<td>$195,000.00</td>
</tr>
<tr>
<td>Bonding</td>
<td>$925,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,034,550.00</strong></td>
</tr>
</tbody>
</table>
Capital Appropriations FY2005 – 12
Our Commitment

- Examine every opportunity and implement innovative measures to insure the level and quality of services you have come to expect.
- Facilitate conscientious economic development.
- Conduct all town business with complete transparency.
- Monitor the economy, state aid, and local revenues - work with Budget Solutions Task Force to make recommendations for maintaining the town’s financial stability.